DOCUMENT RESUME

ED 126 800 HE 008 056

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TITLE A Cost Study of the Activities of a Selected Search and Screen Committee.
INSTITUTION Indiana Univ., South Bend.
PUB DATE Jun 76
NOTE 9p.

EDRS PRICE MF-$0.83 HC-$1.67 Plus Postage.
DESCRIPTORS *Advisory Committees; *Cost Effectiveness; *Faculty Organizations; *Faculty Recruitment; *Higher Education; *Organizational Effectiveness
IDENTIFIERS Indiana University South Bend

ABSTRACT

A search and screen process was conducted to fill the position of chairperson for the Division of Education, Indiana University at South Bend, during the school year 1975-76. A cost analysis of this procedure was done based on certain assumptions: (1) the long history and general acceptance of the process in higher education; (2) the collective wisdom of a group of individuals affected by the decision is superior to that of any single individual; and (3) that a committee's recommendations are generally followed. The cost analysis was determined by an individual rate for each committee member, including fringe benefits, for the time spent in search and screen activities. A discussion of the methodology and procedures and their relative value is presented along with a set of recommendations for further study. (JMF)

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ED126800

A COST STUDY OF THE ACTIVITIES OF A SELECTED SEARCH AND SCREEN COMMITTEE

by

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NATIONAL INSTITUTE OF EDUCATION

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Indiana University at South Bend

South Bend, Indiana

June, 1976

HE008056

INTRODUCTION

Background. Thc Committee was constituted by the Dean of Faculties and the Executive Committee of the Faculty Senate in early November, 1975. Its purpose was to conduct a search for a Chairperson for the Division of Education, Indiana University at South Bend. This positions had been held by a succession of persons since the Division had been established in 1966. A search had been instituted and conducted during the School Year 1974-1975, however no Chairman had been appointed as a result of this process.

The search and screen process herein analyzed was conducted during the School Year 1975-1976. This is a cost analysis of this process.

Basic assumptions. The following are the basic assumptions under which this Committee operated. They may well be assumptions under which most Search and Screen Committees operate.

1. That the search and screen process has a long history in higher education, and it is widely accepted in these circles as being a vaible process for the identification and screening of candidates for any position within the system.
2. That the "collective wisdom" of a group of individuals (committee) drawn from the population of individuals affected by the decision (e.g the faculty) is superior to that of any single

individual or small group of individuals (e.g. administrators) and that representative members of the larger group (faculty) should be involved in the selection process.

3. That when such a committee is appointed that those administrators charged with making the final decision will make their selection from those individuals recommended by the committee, or they will establish another committee to repeat the process.

Committee composition. The Search and Screen Committee under study was composed of five (5) faculty members from the Division of Education (the group for which the decision was being made), two faculty members from outside the Division (one from the Division of Arts and Sciences and one from the Division of Business and Economics). Two student representatives (one undergraduate and one graduate) both enrolled in the Division of Education were appointed.

The members of the Committee held the academic ranks of Professor (three members), Associate Professor (two members) and Assistant Professor (two members). Six of the members were male and three were female. In terms of service at Indiana University at South Bend they ranged from ten years service (two members) to three years (one member). It should be noted that several members of the Committee had previous service at other institutions of

higher education.

The Committee met regularly, kept minutes, and was charged with reporting directly to the Dean of Faculties.

METHODOLOGY

The following steps were taken in obtaining the cost figures for this study:

1. An individual rate (dollar amount) was determined for each Committee member. This rate was arrived at by taking the monthly salary figure for the School Year 1975-76 and dividing it by 160 hours. All salary figures are a matter of public record and are available in the Library at IUSB. This hourly rate was then raised by 21 per cent to cover the cost of "fringe benefits." (This is the per cent normally quoted candidates when estimating the value of the IU "benefit package.")
2. The "time spent" by individual Committee members was estimated by the Chairman after consultation with these members and a review of the minutes.
3. In all cases where "hard data" were not available estimates were made.
   a. Each Committee member read 202 sets of credentials (estimated 15 minutes per set).

b. Each Committee member read 23 Candidate Statements during the second round of the screening process (estimated 1.50 hours each).

c. Committee met 12 times (estimated 1.50 hours each).

d. Committee met with four (4) invited candidates (estimated 10 hours total).

e. Other hourly estimates for individual Committee members made by Chairman on basis of personal knowledge.

f. Chairman estimated he spent 350 hours during the course of this service.

COST ANALYSIS

Item	Cost	
Chairman	$ 5,540	
Committee members[1]	8,852	
Dean of Faculties and Chancellor[1]	3,346	
Faculty (Div. of Education)	1,600	
Dean's Advisory Council	540	
Secretarial Services	1,227	
Misc. personnel	200	
Total personnel		$ 21,305
Advertising	549	
Candidate's Expenses	877	
Telephone	190	
Postage (estimate)	200	
Duplicating	113	
Transportation (Chairman)	84	
Newspapers (Comp. copies to candidates)	23	
Total other		2,036
Grand Total		$ 23,341

[1]Salary figures presented here are combined to protect individuals.

DISCUSSION

The total (estimated) amount of $23,341 spent on the Search and Screen process in this instance may appear to be high. The following should be considered:

1. Little comparative data are available.
2. Less than 9 per cent of the total cost of this process was directly expended by Indiana University at South Bend. Nine of every ten dollars expended was in the form of salaries and fringe benefits already obligated by the University.
   a. The University may wish to examine its priorities in regard to the expenditure of faculty and administrative time.
   b. The faculty members involved in the Search and Screen process may have a disproportionate amount of "University Service" during the time they serve on these type committees.
3. This may be a relatively inexpensive process when the following are considered:
   a. The person hired for the position is expected to be with the University for a relatively long period of time, therefore the funds expended are a relatively small proportion of the potential total.
   b. A less time consuming (and hence less expensive in terms of personnel expenses)

procedure might result in the University violating one or more Federal and/or State Statutes. The potential expense involved in these violations might far outweigh any expenses reported here.

RECOMMENDATIONS

As a result of this study the following recommendations are made:

1. That further cost studies, using this or comparable procedures, be made.
2. That comparisons be made, involving not only cost but total search and screen procedures.
3. That a follow-up study of this Search and Screen Committee procedures be made (this study has been funded by the Office of Information and Computer Services and will be completed).
4. That a Procedures Manual for use within Indiana University be developed in order to expedite the Search and Screen process as well as lend a degree of standardization to the process. This would also tend to assure conformance with all applicable Federal and/or State Statutes.